

ESPO CODE OF GOOD PRACTICES FOR CRUISE AND FERRY PORTS

Good Practices



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PORT-CITY RELATIONSHIP

As cruise and ferry ships mainly arrive near or into urban agglomerations, a good relationship between the port and the local authorities, stakeholders and population is paramount. Bridging the gap between the port and the city can be done in various ways: by enhancing the mutual understanding, by bringing the port into the city and the city into the port, by educating stakeholders and passengers, by increasing the sustainability of the cruise and ferry activity, and by managing the congestion and pressure on the infrastructure and services.

Enhance the mutual understanding between Port and City

A Memorandum of Understanding in Savona

Port of Savona (IT)

The Port Authority of Savona, Costa Cruises and the city of Savona have agreed upon a [Memorandum of Understanding \(MoU\)](#) which includes the commitment to measure the economic impact of cruises on the local territories and to disclose the results of this study to the local community. The support of Costa Cruises was reiterated in terms of the use of local staff (including through work placements for young people), the support to education programmes through sponsorship or through cooperation with local institutes of high education and the provision of maritime stations for events dedicated to the local community. These commitments provide a starting point to improve dialogue with the local community.

The Port Authority of Savona, the city of Savona and Costa Cruises have agreed to implement a programme of meetings between stakeholders and their leaders to meet at least once a year. The aim is to work together to make of Savona a successful model in terms of social, economic and environmental solutions.

The Cruise Network of ÅLESUND

Port of ÅLESUND (NO)

Ålesund has its own well-established cruise network that meets 2 or 3 times per year in order to bring together companies and operators with a connection and an interest in the cruise industry. The objective is to generate greater financial resources to promote Ålesund to the cruise lines, as well as to develop local products related to incoming cruises. The Cruise Network Board presents its objectives and the next steps annually to a general assembly for agreement; the Cruise Board has never experienced a situation where a unanimous majority couldn't be reached.

The Cruise Network is composed of:

- Local businesses;
- Private operators;
- Destination management organisations;
- Transport operators;
- Local authorities;
- The port authority.

The topics discussed by the Cruise Network are:

- Finances;
- Issues regarding logistics;
- Contact with local authorities and businesses;
- The cruise season as a whole and specific call dates;
- Problem solving and adapting.

Bring the City into the Port and the Port into the City

A cruise terminal led by the tourism office

Port of Le Havre (FR)

A long-lasting cooperation between the 'Grand Port Maritime du Havre' and the Greater Le Havre Tourist Office led in 2010 to a partnership agreement which defines the administrative and financial conditions of the management of the cruise terminal by the tourist board. The Cruise Department of the Greater Le Havre Tourist Board benefits from being part of the tourism office, with a dedicated budget and team. The budget comes predominantly from:

- A subsidy from the Urban District Council (on which the tourism board depends);
- Port subsidies;
- Boutique and services revenue at the cruise terminal.

Bringing the city into the port

Port of Messina and Milazzo (IT)

The Port Authority of Messina and Milazzo has organised various initiatives to cooperate with operators and other local institutions to coordinate interventions to improve the reception of cruise lines and passengers. Amongst others, these initiatives include a welcome party at the dock with folkloric shows and tastings of local products, the printing of maps of the city, the planning of new tourist itineraries to offer to companies and cruise passengers in order to enrich the excursions plans, the organisation of a tourist information point at the cruise terminal, etc.

'Porto di Livorno 2000' and Costa Toscana Cruise

Port of Livorno (IT)

The port authority is leading a project concerning the '[Porto di Livorno 2000](#)' passenger terminal. In 2016, the municipality will create a city tourist information point inside the passenger terminal. Costs will be shared between the municipality and the passenger terminal and it will represent a coordinated and managed approach to specialised tourism initiatives for passengers. The service will be entrusted to a tour operator through the City tender.

With the support of the Tuscan Region and the Livorno Province Chamber of Commerce, together with other institutional tourism organisations, The Port Authority of Livorno and 'Porto di Livorno 2000' created and presented to the main tourism operators the brand '[Costa Toscana Cruise](#)', which is the first step to the development of a 'Cruise Club' under the port authority's coordination.

Stakeholders in cruise operations share information

Port of Naples (IT)

Every year, the Port Authority of Naples organises a series of meetings with all the key representatives involved in cruise operations to share important information regarding the forthcoming season. The attendees to these meetings are the Harbour Master's office, technical-nautical/marine services, shipping agents, the local institution for the planning of the cruise berths and stakeholders involved in promotional activities.

The Port Authority of Savona, the city and Costa Cruises bundle their forces

Port of Savona (IT)

The [Memorandum of Understanding](#) between the Port Authority of Savona, Costa Cruises and the city of Savona shapes Costa Cruises' commitment in education programmes (sponsorship, cooperation with local higher education, and provision of maritime stations for events dedicated to the local community). This represents a starting point to improve dialogue with the local community.

The same stakeholders have agreed to implement an annual programme of meetings between stakeholders. The aim is to work together to make of Savona a successful model for export in terms of social, economic and environmental solutions.

The multipurpose San Cataldo Pier

Port of Taranto (IT)

The Port of Taranto improved the relation between the port and the city by the "San Cataldo Pier" project, which will include port terminals dedicated to cruise activities, passengers, logistics, cultural

activities and recreation. The construction of a multipurpose service centre, able to realise and support logistic functions, as well as cultural and recreational activities, is planned. The building will be extremely flexible to use, for example for the following activities: the port authority's managing activity, activities for the promotion of maritime culture (multipurpose auditorium - conference room and multipurpose spaces for exhibitions and educational activities), and activities of service to passengers and cruise passengers, information, relaxation area and amenities. Particular spaces will be arranged for the exhibition of archaeological findings with the collaboration of the National Archaeological Museum of Taranto. This project was contracted in 2015 and is awaiting the outcome of an administrative framework for the opening of the construction site.

Cruise Liverpool, the one-stop shop for all things related to cruise

Port of Liverpool (UK)

Liverpool Cruise Terminal (Cruise Liverpool) is owned, operated and managed by the Liverpool City Council which exists to serve and represent the interests of its citizens and communities and to ensure the provision of the best possible services for its residents. The Liverpool City Council's vision is to be considered 'a distinctive global city' and has a dedicated and focused 'Culture Liverpool' division within its Regeneration Department. The Culture Liverpool team is responsible for major events, Liverpool Cruise Terminal, cultural infrastructure, tourist information centres, commercial activities, St George's Hall, Liverpool Town Hall and Liverpool Film Office.

Cruise Liverpool is the one-stop shop for all things related to cruise and, as such, has become the hub for providing further information and business engagement opportunities to the wider Liverpool City region with an objective to generate and increase economic impact from visiting cruise ships.

The cruise business has enjoyed consistent growth since its inception in September 2007. As well as the operational areas, Cruise Liverpool takes the lead in the strategic, marketing and product development domains to provide links between the ship operation and the broader tourism sector.

Cruise Liverpool is responsible for:

- Berthing requests;
- All ship & passenger operations;
- All sales, marketing & commercial activity;
- Future cruise development & planning;
- Compliance with security, border force & all maritime regulations;
- Emergency planning;
- Major event planning;
- Creating press & media opportunities to raise profile.

Cruise Liverpool also leads on enhancements to passenger operations such as:

- A free passenger shuttle bus provided for most day calls, funded by local private stakeholders from within the tourism and retail sector;

- A team of Cruise Ambassadors (volunteers) support every cruise call offering enhanced passenger service;
- Street theatre / live music / Liverpool Royal Town crier are offered at each cruise call;
- Special events to mark inaugural calls and ‘Sail Away’ concerts take place regularly.

Cruise Liverpool engages the local community

Port of Liverpool (UK)

Passenger enhancements such as firework displays, street theatre and musical performances regularly take place for key ship visits and inaugural calls. Without exception, these special events are advertised and shared with the local community and population via local media and press as well as through Cruise Liverpool’s social media. In this way, Cruise Liverpool actively targets and engages the local community and it encourages response and interaction by way of competitions, photographs, etc. Furthermore, business information is always shared within the local media and prior to the start of each season, a residents meeting is held where an overview of the forthcoming cruise season is shared along with opportunities for engagement for local performers, choirs, schools, etc. to be involved in the cruise operation.

A tourism office inside Liverpool Cruise Terminal

Port of Liverpool (UK)

This year, a newly revamped tourist information area with two new merchandise display units was introduced in the cruise terminal. Thanks to the presence of the tourist information area at Liverpool Cruise Terminal, the income of Liverpool’s tourism offices continues to increase achieving approximately £40,000 per annum from merchandise and ‘ticket only’ attractions. An online shop was also launched offering an opportunity for anyone worldwide to buy official Liverpool products.

Educate Stakeholders and Passengers

Costa Cruises supports education programmes

Port of Savona (IT)

The Port Authority of Savona, Costa Cruises and the city of Savona have agreed upon a [Memorandum of Understanding \(MoU\)](#) which includes the commitment to measure the economic impact of cruises on the local territories and to disclose the results of this study to the local community. The support of Costa Cruises was reiterated in terms of the use of local staff (including through work placements for young people), the support to education programmes through sponsorship or through cooperation with local institutes of high education and the provision of maritime stations for events dedicated to the local community. These commitments provide a starting point to improve dialogue with the local community.

Work on the Sustainability of the Cruise and Ferry Port Activity

Residents' reports contribute to a sustainable cruise and ferry port activity

Port of Ancona (IT)

The Port of Ancona will analyse a recent report made by the residents of the area around the port. This report will make particular reference to noise and pollution during ferry operations. The port looks to increase and improve cooperation with the maritime agents in order to resolve problems via direct contact with the crew. An electronic archive to track reports and communications will be developed along with a mobile application that aims to provide information to all users of the port regarding the services offered by businesses in the harbour, as well as mobility solutions and information about the historical and artistic heritage of the port.

Onshore Power Supply (OPS) drastically reduces emissions

Port of Livorno (IT)

With 3.5 million euro from the Tuscany Region and the Ministry of Environment, the Port Authority of Livorno began an experimental project that supplies electricity to passenger ships while on the quay. In the 'Porto di Livorno 2000' passenger terminal, it is possible to receive a 12 MW – 11.000 volt tension – 60 Hz frequency supply. The main advantages of this are the reduction of local air emissions and the lowering of sound emissions as ships engines are turned off while in the port.

Waste management and optimisation of energy consumption

Port of Messina and Milazzo (IT)

A plan for the management of waste produced by ships is under construction. The plan concerns the temporary storage of waste using modern technology, with minimal impact on the surrounding areas. Through partnership with research institutes and universities, the Messina and Milazzo Port Authority is also involved in several projects to study and implement solutions to reduce, or at least optimise, the energy consumption of the ships in the port, through power systems on the ground rather than through production sources of alternative energy.

A three-year programme for environmental service

Port of Naples (IT)

A three-year programme of works (2015-2017) has been planned by the Port of Naples in relation to environmental service. The most important element of this programme is the intention to spend 170.000 euro to realise the energy-port plan and 300.000 euro for a detection system for air quality and environmental monitoring.

A recent [Memorandum of Understanding \(MoU\)](#) between the Port Authority of Savona, Costa Cruises and the city of Savona focuses on the impact generated by the ships in terms of air pollution, increased traffic, noise and recycling of waste.

Air: Costa Cruises commissioned an air sampling study near the port and the city centre in the summer of 2015. It is anticipated that according to the survey, the contamination does not exceed the parameters set by law, at any time of the day. To show transparency and collaboration in the monitoring of the environment, Costa Cruises has opted to work with Arpol, a regional agency for environmental protection.

Traffic: Actions taken focus on:

- Systematic evaluation to quantify the impact generated by cruise-related car, bus and truck traffic on the urban road network;
- Feasibility study on the relocation of the passenger car parking and implementation of an environmentally sustainable transportation service to prevent access into the city centre of numerous vehicles;
- Regular transfer service using green power (natural gas, LPG, electric, etc.) are devised;
- Studies to mitigate the impact of the walkway on Via Gramsci at the footbridge are under discussion as this is the most affected area in terms of foot traffic by cruise passengers; this crossroad is currently under control of police officers regulating traffic / pedestrian flow.

Noise: Noise is monitored, especially given the proximity of Savona Cruise Terminal to the city. In the MoU, it was reaffirmed that the level of noise generated by ships and related port operations would be monitored. This information will then be shared with the local community.

Manage the Congestion and Pressure on Infrastructure and Services

Livorno is mainly a destination port and it has been calculated that roughly 60% of the passengers in transit visit the Tuscan art cities of Firenze, Pisa and Lucca. On peak days this may involve tourism saturation and pressure on the local population. The Port of Livorno applied to a European project (FREST) to study this phenomenon in detail. Developing a complementary tourism to the port city and the surrounding territory may be the key to spread the economic benefits of the cruise tourism to a wider region.

Dialogue can prevent congestion

Port of Messina (IT)

The port authority organises an operational briefing several months in advance of the cruise season to share key information regarding the forthcoming season and to programme the berth requests in order to avoid critical dates and ensure berths are available for all ships. The attendees of these briefings are the Harbour Master's office, technical-nautical services, ships agents and local institutions.

Dedicated infrastructure can reduce congestion

Port of Naples (IT)

Naples Port Authority offers a free shuttle service to cruise passengers, citizens and tourists, linking the rail station and cruise terminal to the ferry terminal at Calata Porta Massa and Piazzale Pisacane. This allows easier access to the historical city centre for passengers.

To reduce congestion in the port, access is restricted to authorised vehicles and to the four large car parks created in the port area.

As a result of participation in the European project called 'City You Are' ([CTUR](#)), a working relationship with the city of Naples was developed in order to exchange information between the port authority, the traders, shopkeepers and residents of the lower town (the part of the city close to the harbour).

Establishment of information points within the port means that tourists transiting the port can immediately receive information about the historical and tourist sites.

INFRASTRUCTURE

Ports in Europe need to invest in new infrastructure for different reasons. They have to respond to the demand for more capacity and to the increasing size of ships. They must develop infrastructure to meet new environmental requirements and to prepare for the energy transition. They have to maintain, and if needed upgrade, the existing security infrastructure and they are obliged to optimise and green their hinterland connections. All these investment needs characterise both freight and passenger ports. Furthermore, cruise and ferry ports are facing an additional change. They have to work on a nice 'look and feel' of the port, a design that shows that passengers are welcome and that they are arriving at a nice destination.

Match the long-term Nature of planning Port Infrastructure with the quickly changing Market Needs

[A long-term relationship at the Port of Savona](#)

Port of Savona (IT)

The Port of Savona made the decision to entrust the cruise terminal to a single cruise company: Costa Cruises. This decision enabled the development of port infrastructure, within its two Palacrocieri (West Terminal and South Terminal). Consequently, cruise traffic exceeded one million passengers in 2014.

The concession was entrusted in 2001 and in 2003, Palacrocieri Terminal West (inner surface 8000 m², outside 2700 m²) was inaugurated. In 2014, the second Palacrocieri East Terminal, (inner surface 3000 m², outside 1000 m²) was established. The maritime stations are designed with terraces, VIP lounges, escalators and panoramic lifts to make the tourists' journey as comfortable as possible.

Good Hinterland Connections are a major Success Factor for the Cruise and Ferry Port

[The Port of Savona's connections](#)

Port of Savona (IT)

In Savona, the port areas are limited and located in the city centre. Many services are offered to passengers arriving or departing from Savona, such as parking, valet parking and buses. There are two entrances that connect the terminal to the city centre, one vehicle and one pedestrian. The

terminal is connected to the train station by a private bus and there is a taxi rank at the station and inside the cruise terminal.

The collaboration between the Port Authority of Savona, the Municipality, the Chamber of Commerce and the Province has permitted the creation of a terminal information point with multilingual staff to showcase the activities of Savona and surroundings.

Ferries

The terminal in Savona-Vado Ligure has excellent links to the motorway network via an expressway, a gate that independently manages the terminal and large spaces for loading/unloading ro-ro. All these factors allow port operators to work in summer peaks without hindering local road traffic.

Greening the Infrastructure as to mitigate the environmental Impact of Cruise and Ferry Port Business

[Onshore Power Supply \(OPS\) drastically reduces emissions](#)

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[Traffic in the Port of Savona](#)

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Regarding traffic, the actions focus on:

- Systematic evaluation to quantify the impact generated by cruise-related car, bus and truck traffic on the urban road network;
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Optimise the use of dedicated Cruise and Ferry Port Infrastructure

The multipurpose San Cataldo Pier

Port of Taranto (IT)

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Rotterdam Cruise Terminal

Port of Rotterdam (NL)

The European cruise business is a seasonal business, which means that the cruise terminal is often not used during the entire year. In order to yield additional revenues, cruise terminals should have a smart design of their facilities so that they can be easily adapted to host different kinds of activities. This was well understood in the [Rotterdam Cruise Terminal](#). The terminal has a rich history, a magnificent view over the Rotterdam skyline and is situated in the middle of the city where it is easily reachable by different modes of public transport. For decades now, the terminal is the ideal place to host events, including parties, dinners, conferences or exhibitions. The Cruise Terminal Rotterdam has a surface of approximately 4000 m² and has a maximum capacity of 2500 persons for parties and 1000 persons for dinners and conferences.

COOPERATION

Cooperation is of paramount importance in the cruise and ferry business. All over Europe, cruise and ferry lines are connecting ports and regions. Moreover, for their cruise and ferry activity, port authorities need to cooperate with a wide range of stakeholders.

Cooperation between Cruise Ports

Improving the quality of the destination through cooperation

Ports of Bremerhaven, Wismar and Rostock (DE)

With the development of the joint company Columbus Cruise Center Bremerhaven and Wismar, the aim was not to enter into direct competition with the Port of Rostock, which is located approximately 60 km east of Wismar. Therefore, the joint company analysed the destination profile of Rostock and compared it to the profile of Wismar. One of the differences was that the town of Wismar is much smaller than Rostock. Amongst other reasons, this difference led to the decision of the joint company to limit itself to cruise ships up to 240 m length. Consequently, the company created a new destination with a very clear profile, targeting smaller cruise ships, and it sells the port and destination mostly based on this argument:

"It is the destination for small ships, you, your cruise guests and your ship will always be the King in town and not only a number between several other ships, which are calling".

This example limits the number of cruise ships and passengers and does not aim for the theoretical maximum of the business. In fact, the joint company is convinced that it creates more quality now than it could create in case it would step in direct competition with Rostock.

Sometimes Rostock even says to inquiring cruise lines: "Please take the ship to Wismar. That is a better port for such a small ship", which will also benefit Rostock itself by keeping the berth free for a big ship with more turnarounds. So both the small Port of Wismar and the bigger Port of Rostock are obtaining positive results of this informal cooperation.

Cruise Italy: bundling forces on a national level

Assoporti (IT)

[Assoporti](#), the Italian Ports Association, has recently been involved in bringing together the Italian cruise ports through Cruise Italy and is directly involved in the organisation of cruise events internationally. Furthermore, Assoporti is setting up an internal group of people from major cruise ports in the country to gather information and work together with regard to marketing and promotion.

Cruise Norway has established “Quality Guidelines” for its shareholders, member ports, destinations, attractions and agents. The aim of these guidelines, which are provided to the cruise lines, is to give a common tool focused at ensuring a certain quality for port facilities, information, services, etc. The “Quality Guidelines” cover six main areas. For each of them, a series of obligatory or optional quality standards are proposed.

- Port facilities;
- Signs, information material & service;
- Service for crew;
- Shore Excursions;
- Guide standard;
- Environment & traffic.

The complete “Quality Guidelines” can be found [here](#).

Working together to avoid congestion and promote the destination

Flåm and Skjolden are located at about 6 hours of slow sailing from each other. While being very complimentary thanks to the two different fjord landscapes (Lustrafjord (Skjolden) and Aurlandsfjord (Flåm)), they both have their own characteristics: Flåm has a popular railway, but Skjolden offers glaciers and snow during the summer. Moreover, Skjolden is also included in itineraries with Olden and Geirangerfjord; here they are competing with Flåm. However, both ports are working together in order to enhance the way local excursions, infrastructure, political influence and local products are promoted and delivered.

Furthermore, when Flåm is full, Skjolden is often used as a relief or filler port. The Norwegian port agencies are communicating with the different ports and lines in order to facilitate the best alternatives.

Cooperation between Ferry Ports

BPA's Ferry Ports Group

The British Ports Association (BPA) has set up a ‘Ferry Ports Group’ that brings together almost all the main ferry ports across the UK, including Dover and Portsmouth. The prime focus of this working group lies on policy and legislation, in particular on border controls and government agency activity

at the border. The UK Border Force and other relevant agencies are regularly invited to the meetings, which take place twice a year.

The European Network of Cruise and Ferry Ports

In 2010, the European Sea Ports Organisation (ESPO) decided to create a passenger committee, dedicated to look at policy initiatives that are of interest to European cruise and ferry ports. Given the quickly growing cruise business and the increasing number of European ports welcoming cruise ships, ESPO decided to strengthen the passenger network. On 17 September 2014, ESPO signed a strategic cooperation agreement with the different organisations representing cruise ports: Cruise Baltic, Cruise Europe, Cruise Norway, Med Cruise and a few months later Cruise Britain joined as well. This agreement led to the creation of the '[Cruise and Ferry Port Network](#)', which meets on a regular basis.

The Network allows ESPO to function as the official voice of the cruise and ferry port authorities when dealing with the EU institutions. Moreover, the Network should be seen as a platform where knowledge and expertise among port professionals are brought together and shared in view of improving the performance of cruise and ferry ports.

Enhance the Cooperation between the different Cruise and Ferry Stakeholders in and around the Port

[Le Havre Cruise Club unites public and private partners](#)

Le Havre (FR)

As cruise is now one of the main elements in the economy of the Le Havre conurbation and contributes to the development of tourism in the area, official entities (the Port of Le Havre, the Le Havre Town Council, Urban District Council and Chamber of Commerce) have created a 'Cruise Club'. The Tourist Board coordinates the Cruise Club (53 members), which aims to find new resources among public and private partners who benefit from cruise development and to provide a more sustainable model of development. The 'Cruise Club' is composed of:

- A strategy committee of major stakeholders who meet every trimester;
- A pilot committee (includes representatives from the private partners) who meet every trimester;
- A general assembly (all the members): private companies, retailers and services meet twice a year.

Actions of the Cruise Club include:

- A hospitality programme;
- The celebration of special occasions;
- The training of local stakeholders (visitors' profile, speak the language,...);
- The training and support of students;
- Surveys (economic impact);
- Studies;
- Cruise Newsletter.

The Port of Messina brings together the key representatives involved in cruise operations

Port of Messina (IT)

Several months before the start of the cruise season, the port authority organises a briefing with the participation of the Harbor Master's office, the technical-nautical services, maritime agents and local institutions to programme the berths in order to avoid critical dates and to ensure the berthing to all ships. Thanks to these briefings and the facilitation of cooperation between companies, this type of activity has solved the congestion on certain dates, ensuring the berth to all ships with few changes by the ships of the arrival or departure timetable.

Stakeholders in cruise operations share information

Port of Naples (IT)

Every year, the Port Authority of Naples organises a series of meetings with all the key representatives involved in cruise operations to share important information regarding the forthcoming season. The attendees to these meetings are the Harbour Master's office, technical-nautical/marine services, shipping agents, the local institution for the planning of the cruise berths and stakeholders involved in promotional activities.

A Memorandum of Understanding in Savona

Port of Savona (IT)

The Port Authority of Savona, Costa Cruises and the city of Savona have agreed upon a [Memorandum of Understanding \(MoU\)](#) which includes the commitment to measure the economic impact of cruises on the local territories and to disclose the results of this study to the local community. Studies from 2012 show an average expenditure of €36.70 per cruise passenger. The support of Costa Cruises was reiterated in terms of the use of local staff (including through work placements for young people), the support to education programmes through sponsorship or through cooperation with local institutes of high education and the provision of maritime stations for events dedicated to the local community. These commitments provide a starting point to improve dialogue with the local community.

The Port Authority of Savona, the city of Savona and Costa Cruises have agreed to implement a programme of meetings between stakeholders and their leaders to meet at least once a year. The

aim is to work together to make of Savona a successful model in terms of social, economic and environmental solutions.

Ensuring healthy Competition between Neighbouring Ports

Partnership in times of strong competition

Port of Savona (IT)

Savona Port Authority has built excellent relations with Costa Cruises and Corsica Ferries-Forship companies over the years. These partnerships have proven to be a good solution at a time when competition between ports to attract new companies is very strong, especially within the cruise industry. This positive collaboration has resulted in a steady trend of growth that has allowed improvement and investment in the infrastructures of the port system.

Improving the quality of the destination through cooperation

Ports of Bremerhaven, Wismar and Rostock (DE)

With the development of the joint company Columbus Cruise Center Bremerhaven and Wismar, the aim was not to enter into direct competition with the Port of Rostock, which is located approximately 60 km east of Wismar. Therefore, the joint company analysed the destination profile of Rostock and compared it to the profile of Wismar. One of the differences was that the town of Wismar is much smaller than Rostock. Amongst other reasons, this difference led to the decision of the joint company to limit itself to cruise ships up to 240 m length. Consequently, the company created a new destination with a very clear profile, targeting smaller cruise ships, and it sells the port and destination mostly based on this argument:

"It is the destination for small ships, you, your cruise guests and your ship will always be the King in town and not only a number between several other ships, which are calling".

This example limits the number of cruise ships and passengers and does not aim for the theoretical maximum of the business. In fact, the joint company is convinced that it creates more quality now than it could create in case it would step in direct competition with Rostock.

Sometimes Rostock even says to inquiring cruise lines: "Please take the ship to Wismar. That is a better port for such a small ship", which will also benefit Rostock itself by keeping the berth free for a big ship with more turnarounds. So both the small Port of Wismar and the bigger Port of Rostock are obtaining positive results of this informal cooperation.

RELATION WITH THE CRUISE AND FERRY LINES

The existing differences in port governance across Europe imply a varying involvement of port authorities in cruise and ferry terminals. Ports that are operator of the passenger and/or cruise terminals are more directly involved with the lines. The others (landlord model) have more indirect relations. It is worthwhile to note that many more ports are operators when it comes to the cruise and ferry terminals, whereas for freight, the port authority is on average purer landlord, leaving the operations to another company.

Invest in a Long-Term Relationship

A long-term relationship at the Port of Savona

Port of Savona (IT)

The Port of Savona made the decision to entrust the cruise terminal to a single cruise company: [Costa Cruises](#). This decision enabled the development of port infrastructure, within its two Palacrociere (West Terminal and South Terminal).

The concession was entrusted in 2001 and in 2003, Palacrociere Terminal West (inner surface 8000 m², outside 2700 m²) was inaugurated. In 2014, the second Palacrociere East Terminal, (inner surface 3000 m², outside 1000 m²) was established. The maritime stations are designed with terraces, VIP lounges, escalators and panoramic lifts to make the tourists' journey as comfortable as possible.

In addition to Costa Cruises, there are other shipping groups with ships moored in Savona, including Carnival (Carnival Magic). Together they have led to a strong growth in tourist traffic, going from 98,000 passengers in 1997 to 1,000,000 in 2014. From 1996 to the present, there has been a turnover of 10 million tourists.

In 1998, a similar choice was made concerning the ferry sector with the new ro-pax terminal Vado Ligure Forship. The main services that depart from this terminal are the Corsica Sardinia Ferries that connect Italy to Corsica, offering services three times a day in summer.

In addition to the modern ferry terminal, an efficient use of parking and a good access to the motorway network are factors that have led to a considerable increase in passenger traffic (2014: 360,000 pax).

Improve Operational Understanding

Synergies at the Port of Naples

Port of Naples (IT)

Every year, the Port Authority of Naples organises a series of meetings with the representatives of the cruise terminal, the Harbor Master's office, the persons responsible for the technical-nautical services, shipping agents and the local institution for planning the cruise berths.

The main feature in the management of the cruise terminal is the equal participation of major international cruise lines calling on the Port of Naples. This management involves a synergic activity aimed at the optimisation of the passengers, both in terms of safety and hospitality.

Optimise Schedules and Itineraries

The MedCruise Unified Mediterranean Berth Booking Process

MedCruise

In 2013, MedCruise has announced its "good practice" recommendation to its member ports on a uniform system of advanced booking and confirmation of cruise ship berths. This good practice is called the 'Unified Mediterranean Berth Booking Process' and applies to requests from cruise ship lines wishing to berth at MedCruise member ports.

MedCruise developed its Unified Mediterranean Berth Booking Process in response to concerns voiced by cruise line staff about congestion at various ports on key days. It provides the cruise lines with an advanced commitment of berth availability and booking confirmation on dates over one year in advance. This process mirrors processes already applied at some MedCruise member ports.

The process was discussed at private workshops involving MedCruise member ports, ship agents and several cruise line executives at MedCruise General Assemblies during October 2009 and June 2010. Stakeholders agreed that the simultaneous confirmation of berths at MedCruise ports using a standardised system could significantly ease Mediterranean cruise itinerary planning efforts and also promote the efficient management at MedCruise ports.

The Unified Mediterranean Berth Booking Process (for 2013 itineraries) was as follows:

1. All call requests for the year 2013 must be sent by cruise lines and/or ship agents and received by MedCruise port authorities and/or terminal operators by November 30th, 2011.
2. Call requests received after the deadline will be considered but preference is given to those received by the deadline.

3. All call requests for the year 2013 will be confirmed by January 2nd, 2012. Special cases may be considered separately.

4. In case of lack of space on any requested call date, the port authority/terminal operator shall provide the cruise line or ship agent with alternative dates no later than the first week of January 2012. Affected cruise lines shall have priority for the alternative dates offered until January 31st, 2012.

5. Depending on port characteristics, the port authority/terminal operator has the option to confirm a "class" of berth assigned, such as "in-town", "cruise-dedicated", "passenger terminal" or "cargo/commercial pier". "Anchorage" may or may not be included on the list of possible "berths", depending on port characteristics.

6. Cargo/commercial ports that are unable to fully confirm in advance the availability of cargo/commercial piers can opt for a system that provides a priority level (priority 1, priority 2, etc.) to each cruise ship on a given day, in accordance with pre-established, publicly-disseminated priority policies established by the port. This system will alert cruise line itinerary planners of potential conflicts on dates with proposed high traffic volumes. The granting of a priority level does not constitute a confirmation of berth availability.

7. In case a cruise line objects to a class of berth assigned, such objection must be received by the port authority/terminal operator no later than the first week of January 2012. The port authority/terminal operator shall provide alternative dates for alternative classes of berths, or a "priority statement", no later than the second week of January 2012. A priority statement would grant the affected cruise line an order of priority for reassignment to a preferred type of berth if such type of berth is ultimately available on the date in question. Affected cruise lines shall have priority for the alternative dates offered until January 31st, 2012.

8. Call requests received after November 30th, 2011 will not be confirmed until the first week of February 2012, after preference is given to call requests received by the deadlines, including changed call dates pursuant to points 4 and 7. For call requests received after the deadlines, the berth assignment procedure will be on a first come first served basis.

9. Upon the provision of cruise call confirmations by the port, the cruise lines have one month to cancel the cruise call or to request a change to the date of the cruise call with no penalty. MedCruise supports its members' needs to establish cancellation policies, which may include penalties or fees for cancellations or changes made by the cruise lines after one month from the date of cruise call confirmation. However, cancellations or changes resulting from severe weather, acts of God, or force majeure shall not be penalised. MedCruise encourages agreements between ports within a given region to establish common policies and guidelines on cancellations.

10. To ensure fairness, transparency and good business practices, the ports of MedCruise will not tolerate or accept the practice of an individual cruise line making call requests simultaneously to two or more ports for the same ship for the same date.

MedCruise expects to continue to issue this same good practice policy for upcoming years and will discuss improvements to the Unified Mediterranean Berth Booking Process with cruise line executives and its member ports at upcoming MedCruise General Assembly workshops.

Join Forces in defending Common Interests in Policy Making and Implementing Legislation

[The European Cruise and Ferry Port Network](#)

European Sea Ports Organisation (ESPO)

The [European Cruise and Ferry Port Network](#) was established in 2014 in Barcelona by the European Sea Ports Organisation (ESPO). The Network brings together MedCruise, Cruise Baltic, Cruise Europe, Cruise Norway and Cruise Britain. The Network meets at least once per year and discusses the latest developments at EU policy level relevant to the cruise and ferry port sector and defines which interest should be defended. The Network is a cooperation platform where the participating associations are sharing knowledge and expertise in view of strengthening the voice of the European cruise and ferry port sector. The Network engages, whenever needed, in a constructive debate with the associations representing cruise lines or other stakeholders involved in the cruise or ferry sector and investigates potential collaborative synergies and/or common views on policy issues under discussion at EU level.

[Pan-European dialogue between cruise operators, ports, and coastal tourism stakeholders](#)

European Commission

[The pan-European dialogue between cruise operators, ports and coastal tourism stakeholders, organised by the European Commission](#) facilitates the coordination between different actors contributing to responsible growth. Stakeholders convened to introduce initiatives on three aspects.

The first one is to ensure that growth can be made sustainable. In particular cruise ports, cruise lines and other stakeholders agreed to adopt a more coordinated approach between all stakeholders to unlock further potential for sustainable growth and jobs, to improve the image of cruise tourism as there seems to be a biased public perception, to better define the concept of 'sustainability', to step up cooperation in order to better adapt to new tourism trends and clients' needs, to step up cooperation to diversify tourism offers, to exchange best practices and experiences, and to request action from legislators at appropriate level on several subjects.

The second aspect refers to the costs and impacts of cruising. In this case, stakeholders convened to coordinate early stage strategic investment planning, to work on a mentality shift to adapt ports' functioning methods to cruise ship needs, to improve transparency on taxes, fees and other levies to streamline business, to improve communication on the benefits of cruise tourism in the wider perspective, to step up coordination in order to further develop product diversity in hinterlands.

Thirdly, initiatives will be taken concerning the cooperation of cruise ports with cruise lines for joint solutions on themes such as making berthing policies and tariffs more transparent, finding a common approach on how to handle inappropriate double booking of berths, and compile common challenges papers that are communicated to policy makers.

Work hand in hand to promote and strengthen the Image of the Sector

Strategic partnership between MedCruise & CLIA to reach travel agents

MedCruise & CLIA

MedCruise and CLIA (Cruise Lines International Association) signed a strategic partnership agreement to collaborate, sponsor and support the advancement of a European travel agent training programme, marked as the «CLIA Europe-MedCruise» programme. The first edition of the programme is a French version.

CLIA Europe is engaged in travel agent training, research, and marketing communications to promote the desirability of cruise holidays with thousands of travel agencies and travel agent members. The agreement with MedCruise allows the expansion of ETALP, CLIA's travel agent training programme, to France, where thousands of travel agents will get access to CLIA's online training resources for this purpose. With the focus being on the promotion of the Mediterranean and its adjoining sea market, the content/material referring to Mediterranean ports that were included in the French version of the programme, will also be included in the English edition.

CLIA Europe and MedCruise continue to explore the potential of detailing future projects that serve even better the interests of the broad membership of the two organisations.

SECURITY

One of the main challenges with regard to security is to make sure that cruise and ferry ports are complying with the standing security-related legislation in the most effective and least burdensome way. In other words: passengers embarking on a ship want to feel completely safe and secure, but at the same time they don't like to queue, and they don't want their voyage to be delayed.

Optimise the Enforcement of ISPS (International Ship and Port facility Security Code)

Training and audits to ensure ISPS

Department for Transport (UK)

In Great Britain, the [Government Department for Transport \(DfT\)](#) is responsible for setting the legislative and policy framework with regards to port security. The British ports have a good working relationship with the DfT's Maritime Security team thanks to positive communication. Moreover, the team is being seen to have a common-sense approach to security compliance.

To support ports, the DfT issues detailed guidance for Port Security Facility officers, which is fairly consistent both for freight and passenger shipping. Port compliance is good, even for ports that receive a mixture of cruise, ferry and freight at different terminals, where challenges are greater. However, retaining detailed security procedures and plans for ports, and often smaller cruise ports, that do not enjoy a regular level of consistent cruise business from year to year, remains a challenge.

To ensure legislation is complied with, the DfT has regular contact with each port and has a team of compliance officers to enforce security regulations. It also audits a selection of ports on an annual basis. Training is supplied by accredited trainers (these can be private organisations, separate from the DfT), so that security staff become certified to apply procedures. Ports are required to carry out regular exercises and over time, the DfT is looking for more "self-audit" from ports, showing a high level of trust in the UK ports sector. On a general level, a less rigorous enforcement strategy is welcome.

Create a mutual understanding between Port Authorities and Immigration and Security Services

Immigration and customs between France and the United Kingdom

France & United Kingdom

In 2003, France and the United Kingdom concluded the 'Le Touquet Agreement', that provides for joint controls on a number of cross-Channel ferry routes. France has established immigration checkpoints at the Port of Dover, where the French Border Police carries out immigration entry checks into the Schengen Area on passengers travelling to Calais (or Dunkirk). At the same time, the United Kingdom has immigration checkpoints at Calais (and Dunkirk), where passengers have to go through French exit checks as well as UK immigration entry checks before embarkation.

Customs checks on ferry passengers remain unaffected by the Agreement and continue to take place upon arrival after leaving the ferry. Therefore, when travelling from France to Dover, although ferry passengers have already gone through immigration checks before departure, they might still be stopped by customs officers for a customs inspection when they arrive in the UK. Similarly, when travelling from Dover to France, although ferry passengers have already been through immigration checks by the French Border Police at Dover, they might still be subject to a customs check by French Customs upon arrival in France. There is now a joint operational coordination centre at Calais, to strengthen cooperation between the UK Border Force, French Border Police and Customs.

The bilateral agreement between Spain and Morocco

Spain & Morocco

Visa checking at cruise and ferry ports often results in large queues, which has a negative impact on the passenger experience. Bilateral agreements between countries could help to ease the queuing in ports. For example, Spain has a local agreement with Morocco with regards to issuing visas in Ceuta, which is located on the north coast of Africa. Foreigners who wish to visit Ceuta can obtain a 24 hour special visa. This special visa allows for 15 000 people to cross the border every day.

The last Schengen port

Port of Rotterdam (NL)

The Port of Rotterdam is often the “last Schengen port” for cruises before they go to the United Kingdom. To avoid double controls, the Port of Rotterdam has developed a good cooperation with the Port of Southampton.

Working together will enhance Security and reduce Costs

There is strength in partnership

British Ports Association BPA (UK)

The British Ports Association (BPA) encourages neighbouring ports to communicate on common security challenges, but also brings together its member ports, ferry groups, the Government Department for Transport and the UK Border Force for two or more meetings per year to exchange views. The agenda tends to be focused on the regulatory and policy framework, unlike the cruise port sector which generally focusses on promotion and destination marketing.

Trainings in Tangier

Port of Calais (FR) & Port of Tangier (MA)

The Port of Calais has supported other ports in the field of security. Calais has carried out a one-off training of security staff at the port of Tangier in order to help develop its ro-ro business.